

## Contacts



Anastacia is an Associate Director and heads Data & Analytics in KPMG East Africa. She is responsible for both internal and external analytics where she oversees a team skilled in data governance, artificial intelligence, Machine learning, advanced analytics, Customer analytics and assurance among others. Anastacia is also responsible for embedding analytics in all service lines within KPMG.

**Anastacia Kamande**  
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Daniel is an Associate Director. He has over 13 years' experience in carrying out external quality assessment reviews, internal audit and risk assessments, internal audit outsourcing/ co-sourcing services, corporate governance advisory services, enterprise risk management and compliance reviews. Daniel has extensive experience advising companies both in the private and public sectors.

**Daniel Karuga**  
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Mark is an Associate Director. He has over 18 years' experience in conducting forensic investigations, internal controls and accounting reviews for various organisations in both in the public and private sectors. Mark's forensic experience includes Fraud and Misconduct Investigations, Fraud Risk Management, Corporate Intelligence and Due Diligence and Dispute Advisory Services.

**Mark Bunyi**  
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Nigel has over 25 years' experience in delivering capital raising, refinancing and restructuring projects. He is passionate about delivering customer service and his strong credit and interpersonal skills make him ideal to act as a Financial Adviser to the mid and large sized firms through the credit cycle as well as to lenders.

**Nigel Smith**  
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Sandeep heads KPMG Enterprise in East Africa in addition to providing Tax and Regulatory Services. He leads a team of specialists who work with private, mid-market and emerging businesses, which drive the Kenyan economy. He has over 10 years' experience providing accounting and taxation advice to a wide range of local and multinational companies.

**Sandeep Main**  
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Titilope is an Associate Director in KPMG East Africa. Titilope is has 13 years' experience advising businesses on transformation of their operations to achieve effectiveness. In particular, she has advised businesses on Strategic Human Resources Management, Business Process Improvement, Corporate and Business Unit Strategy Articulation/ Refinement, and Project Management.

**Titilope Olajide**  
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The Kenya Top100 mid-sized companies survey is an annual survey conducted by KPMG and the Nation Media Group (NMG) to identify and recognise the fastest growing mid-sized companies in Kenya. Top100 survey also takes place in Uganda and Tanzania. Since the survey's inception in Kenya in 2008, we have recognised the contribution made by mid-sized companies in driving the economy and in employing the majority of the workforce. In a highly disruptive business landscape, we have witnessed the evolution of these companies and our resolve to support them in their growth journey, has remained. Below are key findings of the 2019 Kenya Top100 survey:

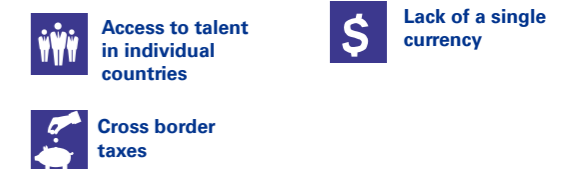
### About the survey



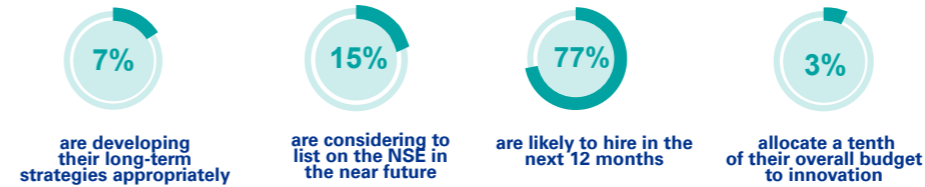
### Economic confidence



### The top challenges of working in East Africa



### Planning



### The top areas of innovation:



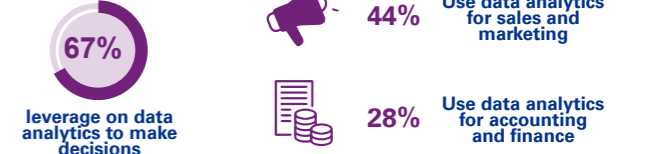
### Operational effectiveness



### Risk preparedness



### Data Analytics



### Environment, social and governance (ESG)



#### Disclaimer

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

# KPMG Enterprise - helping entrepreneurs build great businesses

Around the world, Small and Medium Enterprises (SMEs) are engines that drive economic growth in countries. Like all companies, SMEs undergo a business cycle — from a start up to a mature company, and each stage presents its own set of opportunities and challenges. KPMG Enterprise advisors understand what it takes for you to be successful at each stage of your business, whether you're looking to grow, expand internationally, strengthen or exit your business.

## Succession planning

Transitions in SMEs are not always seamless and especially where owners are reluctant to let go what they have built over the years. SMEs can inculcate this in their business operations and set time-lines for key transitions with clear guidelines to eliminate disruptions in company operations that can be detrimental. KPMG Enterprise advisors can help you manage the sensitivities that come with succession and including help settle the successor on his or her new role.

## Selling your business

Decision to sell a business is never easy for SMEs who passionately hold on to what they have built over the years. KPMG Enterprise advisors help you to define your expectations and identify and prioritise potential buyers. Additionally, they can also help you make sure that your business is in shape for a sale, evaluate offers, manage due diligence procedures and supervise the transaction.

## Assurance

The need for effective risk management and controls is crucial in an environment of increased scrutiny. It is important to minimize these risks in an entrepreneurial business, not only for the business itself, but also for the family/owners, property holdings and capital. Implementing controls, securing new financing, efficient tax management and optimization can all have a positive impact on the bottom line of your business.

## Operational effectiveness

SMEs can improve their competitiveness and overall financial performance, bottom line through operational effectiveness. Management of the day to day operations through efficient processes and systems in areas such sales, payables, risk, credit control, and expenditure, improve performance of a company. KPMG Enterprise advisors can help you to optimise operations enabling strategic decision making and ultimately achievement of a company's objective and goals.

## Governance

The ownership structure of most SMEs can have implications on how the company is viewed, as most founders tend to be heavily involved in the day to day running of the company. Sound corporate governance strengthens the trust of investors, regulators, clients, employees, customers and the public. KPMG Enterprise advisors can help you to implement common governance best practices to strengthen or improve your own governance risks and compliance cultures which will safeguard the interests of your shareholders and reputation.

## Data and analytics

Data is the new currency and SMEs, despite their size, need to devise ways of capturing and analysing data to inform strategic decisions. There are technologies that can enable SMEs to get data on their operations and customers. What is strategic though is going beyond this data and deriving insights that are actionable to help a company to improve operations, manage risks and achieve growth. KPMG Enterprise advisors can help you make sense of the data you have – and work with you to understand where your business is at compared to your competitors, locally and globally.

## Business planning

Developing a strong business plan is critical to the success of any startup business. KPMG Enterprise works with entrepreneurs to help build robust plans that include detailed strategy around all aspects of their organisation: finance, sales and marketing, operations, supply chain, procurement and engineering. As part of our business planning process, we look to assess current processes, analyse data for trends and identify the areas of greatest opportunity.

## Start-up financing

You have a fantastic business plan – now you need the financial support to bring your plan to life. But what financing options are available to entrepreneurs? Are there government programs for start-ups in your sector? Can your concept attract strategic or angel investors? KPMG Enterprise advisors can help you identify the financing plan that you need to fuel your growth. From helping you identify early-stage financing options to helping you connect with potential investors – we'll work with you every step of the way to help turn your vision into reality.

## Corporate tax

Having an effective corporate tax program means keeping on top of trends and key issues. When tax changes or rulings are announced, timely analysis can help you understand how your business will be affected so you have time to adjust your tax processes accordingly. KPMG Enterprise advisors help you to develop comprehensive plans that can manage or reduce your corporate tax burden. From assessing the effectiveness of your business structures to helping you identify tax savings opportunities, we can work with you to develop a customized tax program that works for you.

## Going public

Taking your company public creates higher visibility for your company in the market but comes with complexities in accounting, reporting standards and in managing new stakeholders. KPMG Enterprise advisors can work with you to decide whether going public is the right choice for your business. If you go forward, we can help you manage the IPO process and begin to operate in the public company environment.

## Talent

Today's talent is heavily informed by a constantly changing world that requires a workforce with skills that are adaptable to an increasingly digitised environment. Traditional skills alone will not give your company the competitive advantage paramount to driving your business forward. SMEs can invest in disruptive technology, acquire new critical skills, introduce artificial intelligence, or reshape their employee experience and workplace culture. KPMG Enterprise advisors can help you to define your future workforce and the skills needed by analysing the trends that are shaping the future of your company's industry

## Business strategy services

When it comes to doing business, status quo will not work for long. There's little doubt you'll face ongoing threats, whether from new technologies, competition, or industry changes. As an owner-manager, you need to think about the future today so you can build a sustainable model for your business. KPMG Enterprise advisors can work with you to review your business model and help identify strategic initiatives that will support your objectives. We do this through facilitated sessions focused on helping you develop the right strategy for your business – and by helping you execute, monitor and make ongoing adjustments to your strategy.

